



# STRATEGIC DIRECTIONS

2024 -2025

**ihca**  
CERTIFICATION

AS/NZS ISO 9001:2015  
QUALITY CERTIFIED  
ORGANISATION



## OUR PURPOSE

# Healthier people in remote, rural and regional communities

## OUR ROLE

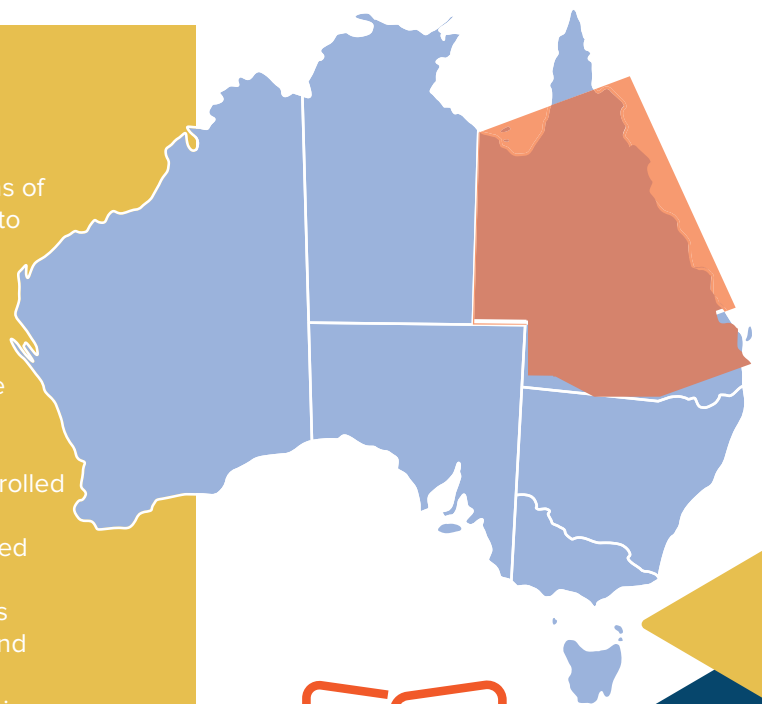
We deliver comprehensive, high-quality and cost-efficient packages of primary health care and support that enables healthy living in remote, rural and regional areas of Australia.

## OUR LOCATION

We operate in communities in Central, North and West Queensland, Coastal areas and the Gulf. Our core areas of service are shaded orange, however it is our intention to deliver services throughout regional, rural and remote areas across the north of Australia.

We will work in the identified locations where there are target populations that can benefit from our service offer and usually where:

- Communities welcome our presence
- We can partner with local and/or community controlled organisations
- We can provide face-to-face workforce or delivered services remotely
- Revenues and cost base enable a viable business
- Our presence adds to the reputations of others and ourselves
- We will look to partner with like-minded organisations through joint venture or consortiums



## OUR PRINCIPLES

1



PEOPLE OWN  
THEIR OWN  
HEALTH

2



COMMUNITIES  
CONTROL THEIR  
OWN HEALTH  
SERVICES

3



STAFF ARE EMPLOYED  
LOCALLY, AND  
ASSISTED TO BUILD  
THEIR SKILLS AND  
CAPABILITIES

4



FLEXIBILITY AND  
RESPONSIVENESS IS  
POSSIBLE BECAUSE  
STAFF LIVE WHERE  
THEY WORK

5



WE HAVE FIRM  
CONNECTIONS WITH  
COMMUNITIES BASED  
ON ONGOING  
RELATIONSHIPS AND  
GENUINE  
UNDERSTANDING OF  
NEEDS AND CULTURAL  
SENSITIVITIES

## OUR TARGET AUDIENCE

Our services are available to all who can benefit from them and all age ranges, however, we particularly support those who:

- Have difficulty understanding, accessing or navigating the health system
- Are aged, living with a disability or chronically ill
- Require support for their mental health and wellbeing
- Require health and social support for themselves and their children



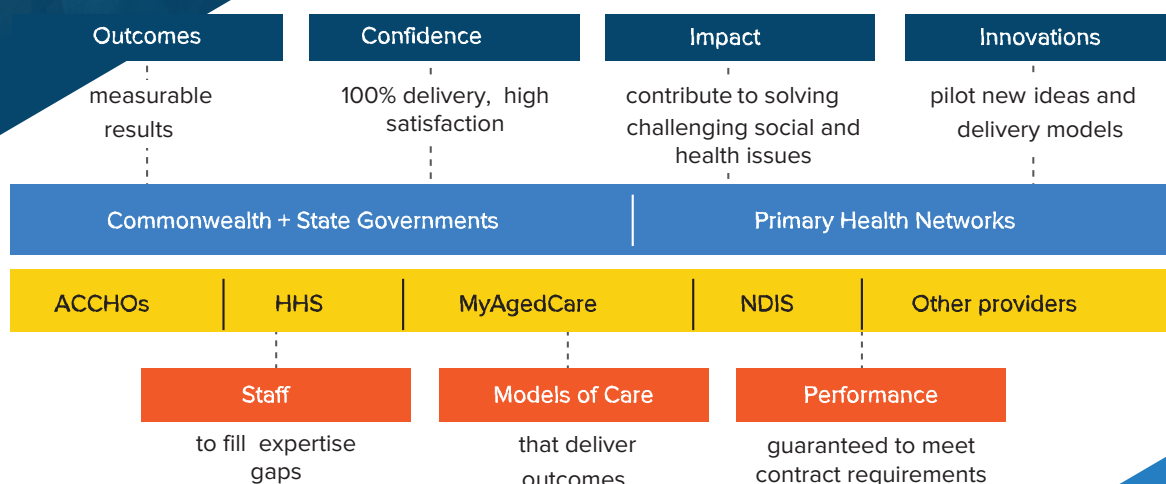
## FINANCIAL SUSTAINABILITY

Our financial sustainability is built upon:

1. Delivering appropriately funded services to those in need
2. Diversified revenue streams
3. Rigorous optimisation of available funds
4. Maintaining a sound balance sheet with investments re-contributing to current reserves within 2 to 3 years
5. Progressive expansion of funding in primary health care, wellbeing, disability and aged care
6. Alongside funded services, delivering fee-for-service or co-contributed services where possible
7. A modest margin is achievable after an initial investment period
8. An appropriate management fee is achievable

# HOW WE OPERATE

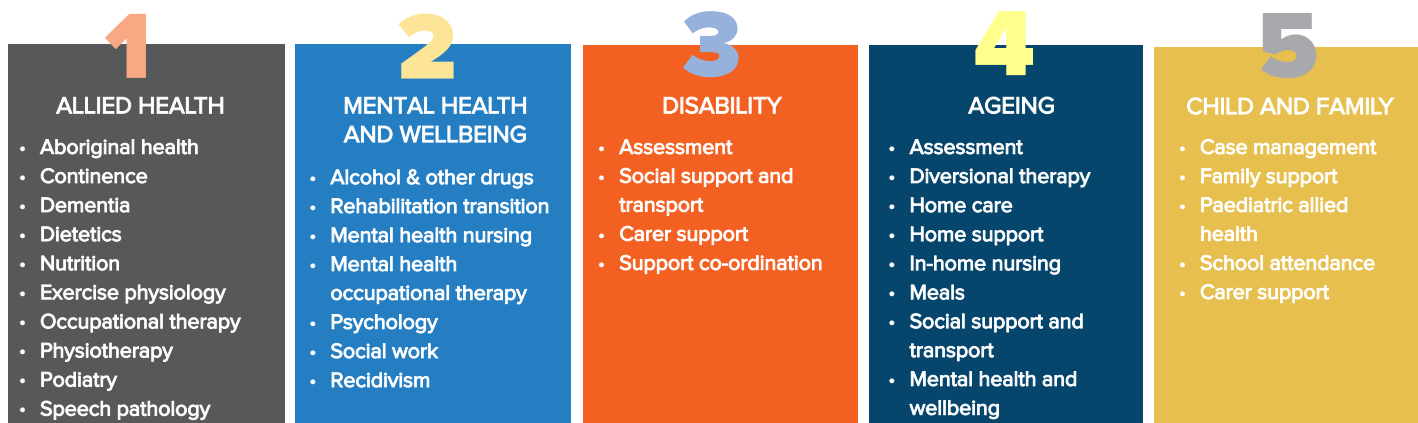
We deliver our services in partnership with a wide range of funders, investors and purchasers.



We are able to work within partners' service scope, contracts and values systems to:

- Improve services by supplementing and enhancing complementary services when operating as short-term managers, advisors or operators
- Extend the existing 'footprint' of services to other areas and communities
- Build capacity with their local staff, including operating blended models over the short or long term

## OUR SERVICES



# STRATEGIC PRIORITIES AND SUCCESS MEASURES

## 1

### CONSOLIDATION SERVICES

- Remain focused on what we do
- Develop strong partnerships with ACCHOs, PHNs, HHSs and State and Federal Governments that enable contracted service delivery
- Build a platform for NWRH through leadership and advocacy

#### Measures

- Number of communities
- Occasions of service
- Number of participants
- New service agreements
- Sector influence
- Brand recognition

## 3

### PEOPLE AND CULTURE

- Attract and retain employees to build on our collaborative advantage in regional and remote Queensland
- Maximise workforce so all staff are working towards an outcomes-based approach and positive engagement with principles
- Develop critical staff capabilities
- Optimise use of resources
- Recognise the significance of commitment to cultural competency

#### Measures

- Business growth
- Stakeholder engagement
- Quality accreditation
- Cultural competency
- Staff productivity

## 2

### SUSTAINABLE GROWTH

- Ensure new services are at breakeven or better
- Develop ways of assessing and rapidly responding to promising growth opportunities
- Maximise new / additional sources of revenue
- Develop partnerships with organisations that have complementary service offers
- Intricate systems and technologies for sustainable growth

#### Measures

- Total revenue
- Service margins
- Revenue diversity
- Partnerships
- Innovations
- Solvency

## 4

### PARTNERING AND CONNECTING WITH COMMUNITIES

- Programs are designed with and for community
- Continue to strengthen relationships with established partners
- Improve external access to advice, information and services
- Provide services best suited to community need (incl. vital care)
- Identify and engage with key stakeholders

#### Measures

- Feedback from staff and communities through surveys or discussions
- Formalised partnership agreements
- Joint activities or projects
- Improved equity and access of services for community



#### Corporate Office (Townsville)

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*NWRH would respectfully like to acknowledge all traditional Owners, Ancestors, Elders and Leaders past, present and emerging as First Nations peoples of the lands across which we deliver all our services.*



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